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ABSTRACT

Administrative operational objectives for funding year 1981-82 are presented to inform Marshall University's administrators, faculty, and students of the direction of current management activities. Stated objectives of the administrative offices that report directly to the president and those of the Provost's Office and the administrative offices that report to the Office of the Provost are presented. Offices that report directly to the president are as follows: administration, including auxiliary services, personnel, plant and administrative operations, and public safety; athletics; development, including alumni affairs and grants; financial affairs; the School of Medicine; and university relations. Offices that report to the Office of the Provost are as follows: graduate school, including instructional television services; admissions; computer center; institutional research; registrar; the College of Business; the College of Education; the College of Liberal Arts; the College of Science; Community College; School of Nursing; and library. Organizational charts are included. (SW)

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MARSHALL UNIVERSITY

HUNTINGTON, WEST VIRGINIA 25701

ADMINISTRATIVE OPERATIONAL OBJECTIVES FY 1981-82

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FOREWORD

This publication presents the Administrative Operational Objectives for the FY 1981-82 as stated by the various units of Marshall University.

The **Marshall University Administrative Operational Objectives FY 1981-82** makes known to University administrators, faculty, staff and students the direction of current management activities. We hope that by making these objectives known to all, we will accomplish more successful efforts toward these objectives, as well as increase the shared sense of direction of Marshall University.

The first section of this publication contains the stated objectives of the administrative offices that report directly to the President. The second section includes the stated objectives of the Provost's Office and the administrative offices which report to the Office of the Provost.

Finally, this office wishes to give many thanks to the University's administrative staffs for their cooperation in the accumulation of the material for this publication.

Olen E. Jones, Jr.
Provost

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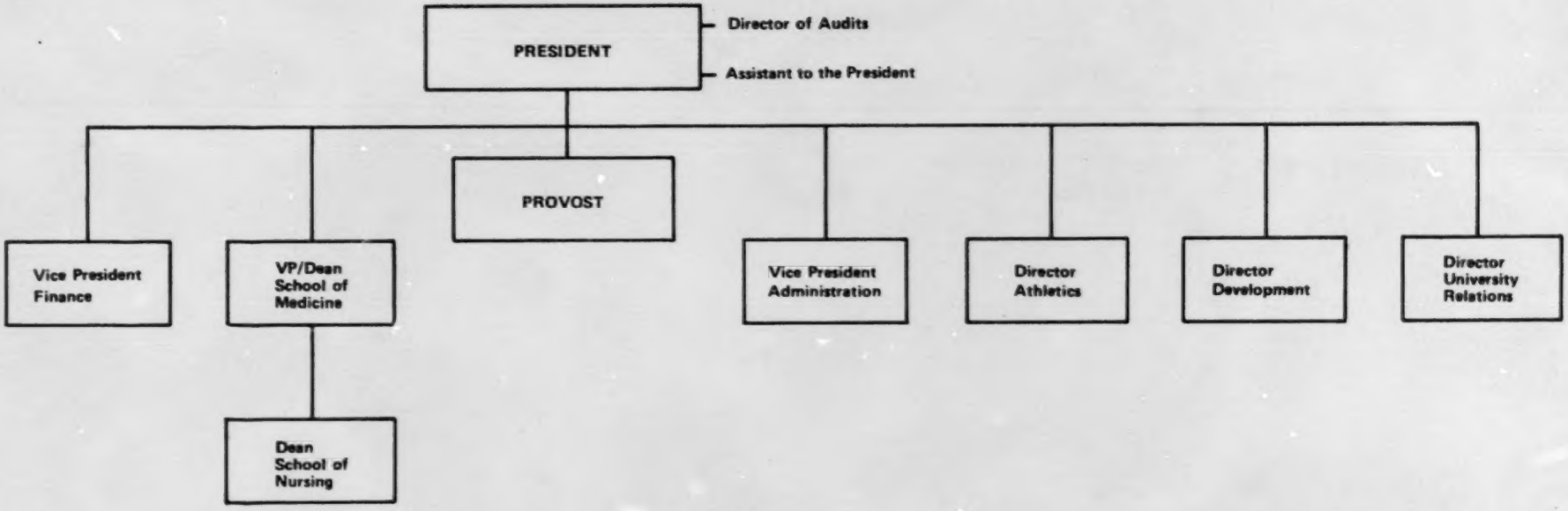
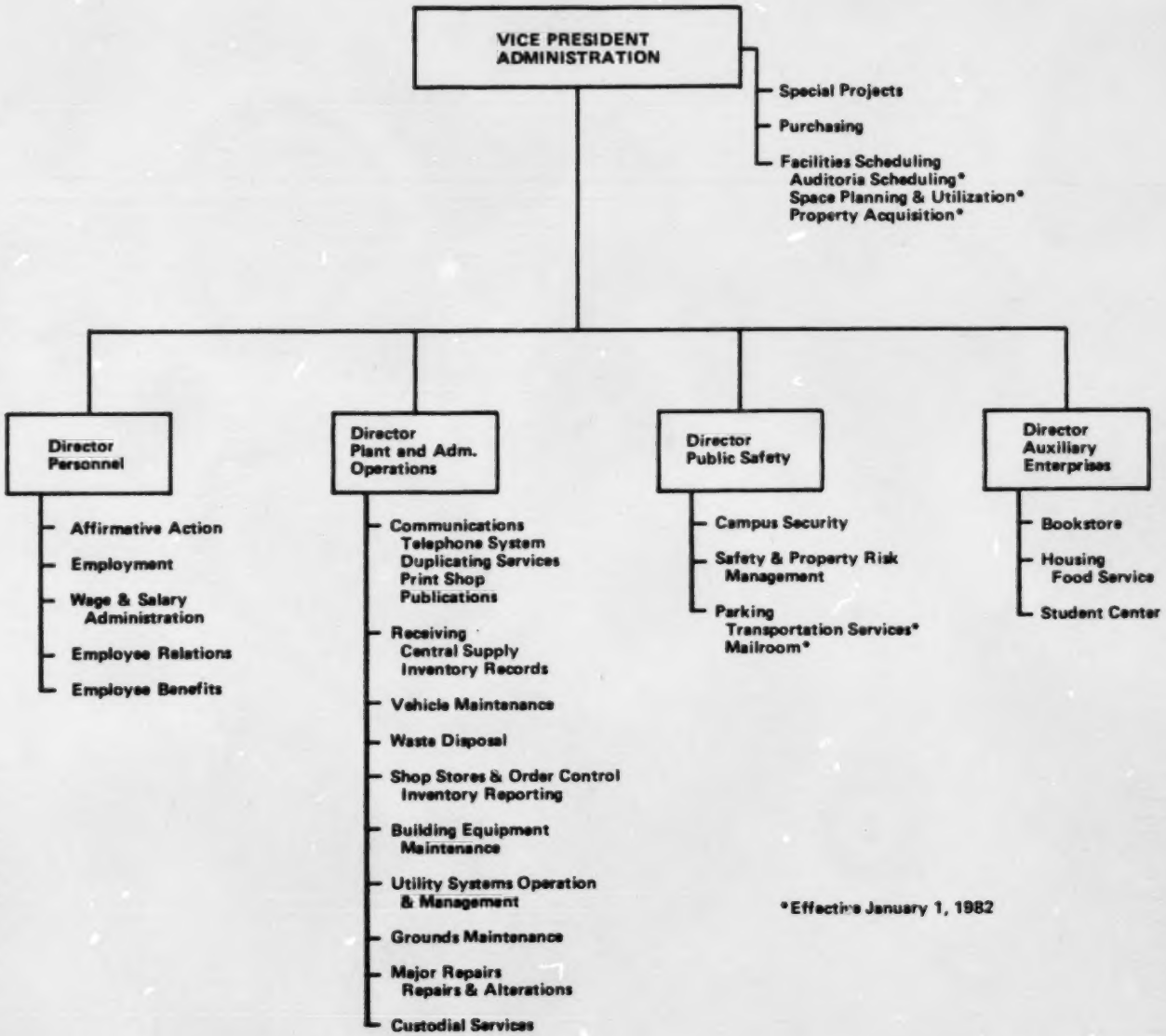

PRESIDENT
Director of Audits
Assistant to the President
PROVOST
Vice President Finance
VP/Dean School of Medicine
Dean School of Nursing
Vice President Administration
Director Athletics
Director Development
Director University Relations



*Effective January 1, 1982

ADMINISTRATION

The FY 1981-82 Administrative Operational Objectives of the Office of Administration are to:

1. Establish a Committee on Organization and Development within the division to develop a career ladder program for upper management people which would include training and development programs.

2. Continue expansion of use of records processing equipment within the division to include Purchasing records.

3. Continue development of new procedures for campus facility utilization by off-campus groups. Areas of emphasis for 1981/82 will be continued growth of conference services and utilization of Henderson Center.

4. Expand utilization of records processing equipment to produce weekly printouts of facility usage by campus and off-campus groups by January 1, 1982.

AUXILIARY SERVICES

The FY 1981-82 Administrative Operational Objectives of the Auxiliary Services Office are to:

1. Continue to develop methods for achieving financially sound operating base of the 8600-34 account.

2. Effect an efficient transition of Student Center Custodial Staff to expanded Auxiliary Services Housekeeping program.

3. Develop a comprehensive five-year Residence Hall renovation plan.

4. Identify and implement a new Residence Hall registered key system.

5. Increase the usage and application of the IBM Office System 6: Specifically:

    a. Input of 1981-82 housing applications for use in the assigning process.
    b. Input of all current requisition files.
    c. Output of summer school bills.
    d. Residence Hall vandalism reports.

6. Pursue the feasibility of replacing cash registers with a lower maintenance electronic cash register which will provide expanded departmental information.

7. Improve sales in the main floor paperback by a comprehensive review of stock available and location and initiating service with a major speciality book distributing company to supply a variety of titles.

8. Increase sales in the existing cooperative operation of the "Top It Off" through expanded lines of merchandise and consistent first line supervision.

9. Provide for continuing financial stability through adjustments in revenue sources and provide for a net gain in retained cash balance.

PERSONNEL

The FY 1981-82 Administrative Operational Objectives of the Personnel Office are to:

1. Develop and present a multi-session pre-retirement counseling program.

2. Expand Personnel Data Base to include full data on individual staff members' employment benefit package, and upon completion of project, furnish each staff member an annual printout of his/her benefit package.

3. Provide a single session, one-hour New Employees Orientation Program by December 1982 for all staff employees.

PLANT AND ADMINISTRATIVE OPERATIONS

The FY 1981-82 Administrative Operational Objectives of the Plant and Administrative Operations are to:

1. Install an organized, systematic, documented Preventive Maintenance Program to insure that all designated equipment is inspected on a regular basis and that appropriate preventive maintenance work is performed on the equipment.

2. Reorganize the Custodial group to utilize better the present staff thus increasing efficiency and improving the appearance of the campus facilities.

3. Increase overall printing production by at least 10 percent over FY 1980-81 to provide greater support services to students, faculty and staff (Graphic Services, University Communications).

4. Increase typesetting production output by at least 10 percent via modifications to existing typesetting equipment (Office of Publications, University Communications).

5. Reduce dollars lost in postage miscalculation by at least 10 percent during total months covered by acquisition of electronic weighing system (Campus Mail Room, University Communications).

PUBLIC SAFETY

The FY 1981-82 Administrative Operational Objectives of the Public Safety Office are to:

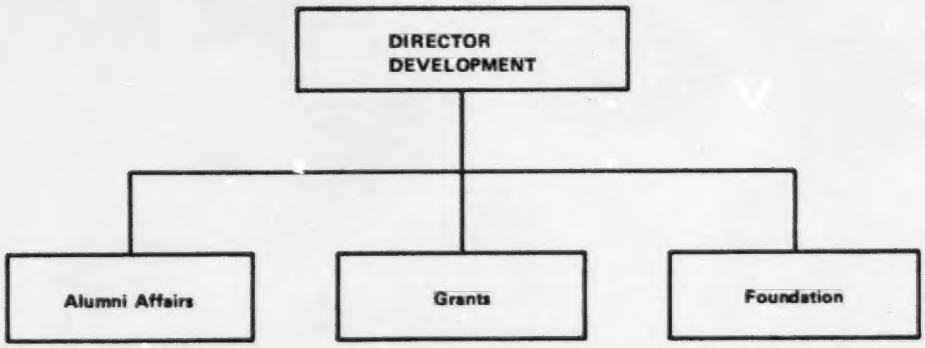
1. Conduct a study to determine the feasibility of increasing student parking fees in FY 1982-83 and of changing the method of payment to a yearly basis. Specific fees and methods of collection of colleges and universities in West Virginia and of comparable size in neighboring states shall be surveyed. A feasibility study for a parking garage shall also be conducted.

2. Develop and conduct extensive In-Service training for all departmental personnel to include, but not limited to, the following: (1) Employee Motivation (2) Supervision (3) Personnel Retention (4) Unusual Occurrences/Crowd Control (5) Drug/Narcotic Investigation (6) Effective Communication (7) Departmental Mission (8) Laws of Arrest/Search and Seizure (9) Terrorism and (10) Criminal Investigation.

ATHLETICS

The FY 1981-82 Administrative Operational Objectives of the Department of Athletics are to:

1. Continue development of our academic support program for student-athletes.
2. Develop a comprehensive plan for the future development of our entire non-revenue program.
3. Develop a sound budget-management system.
4. Develop a comprehensive procedures manual covering all areas of Athletic Department operations.


DIRECTOR
DEVELOPMENT
Alumni Affairs
Grants
Foundation

DEVELOPMENT

The FY 1981-82 Administrative Operational Objectives of the Development Office are to:

1. Increase and broaden base of contributors to the Foundation by 10 percent.

2. Continually enlarge list of Annual Giving prospects by 10 percent.

3. Increase the level of Annual Giving contributions to $150,000. (University's Greatest Needs).

4. Continue the development of a Deferred Giving Program for the Foundation. Develop two wills brochures to be targeted to select groups in November and March, while contacting lawyers, C.L.U.S., C.P.A.S., and trust officers in order to give high visibility to the Foundation.

5. Update the Marshall University Speaker's Bureau.

ALUMNI AFFAIRS

The FY 1981-82 Administrative Operational Objectives of Alumni Affairs are to:

1. Operate the Active Membership (annual and life programs), in cooperation with the Association Active Membership Committee, to generate private funds to finance the University's alumni activities program; increase the amount generated in annual membership by 10%; establish one additional privilege offered by the program; and produce annual and life membership packets to be mailed within 7 days of receipt.

2. Preserve addresses of known graduates of the institution by maintaining permanent records and the alumni computer program.

3. Strengthen the off-campus alumni program, in cooperation with the Association's Board committee, by initiating chapter activity in four new areas and maintaining current existing chapters. Six regional events will be hosted by the MUAA in addition to the chapter activities. Continue to publish "You're in the News" cards for effective public relations with alumni.

4. Assist offices of University Relations, Publications and Graphic Services with the preparation and publication of and mailing of 7 alumni publications (5 Greenlines, 2 Alumnus magazines), and assist with the mailings for Annual Giving, Medical School, Athletic Department, Marshall Artists Series and other University departments as requested.

5. Continue to establish alumni service programs, in cooperation with the Executive Committee of the Association Board, to attract attention to the overall University alumni program by offering group insurance programs, and the alumni travel program.

6. Design, promote and implement the 1981 Homecoming Weekend, October 23-24, in cooperation with the Student Activities Office and the Association's Board Committee, to attract alumni and friends back to the campus and promote the University Community with a 5% increase in attendance.

7. Strengthen student and alumni relations and increase Association visibility to campus students by producing a descriptive brochure on the activities and purposes of the Association.

8. Deisgn, promote and implement an Alumni Weekend, May 7-8, 1982, stimulating a 5% increase in attendance, in cooperation with the Association's Board Committee.

9. Publish, promote and distribute a history of Marshall University, working with Dr. Charles Moffat, and Association Board history committee and a publisher.

10. Assist the Athletic Department in social events of the M.M.I. which is to be scheduled December 11-12, 1981.

11. Act as an advisor for the 1982 Super Dance scheduled March 26-27, 1982, working with the Student Government.

12. Establish a Student Alumni Association, working with the Associate Dean for Student Life.

GRANTS

The FY 1981-82 Administrative Operational Objectives of the Grants Office are to:

1. Assist faculty and groups of faculty in grant proposal development through proposal writing consultations, investigations of potential funding sources, and proposal reviews.

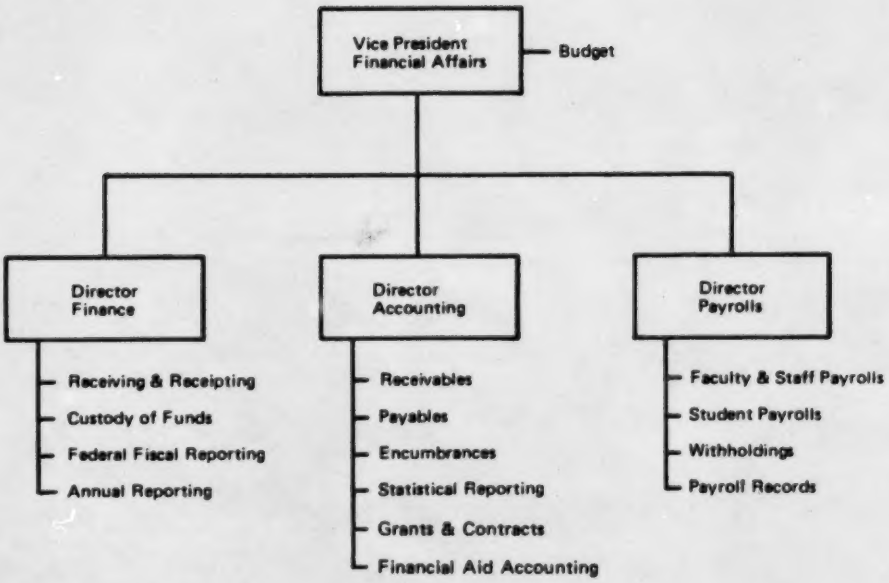
2. Disseminate information on upcoming grants to departments and/or faculty on a timely basis.

3. Work with Director of Development in "packaging" university proposals for presentation to potential funding sources such as business and industry, foundations, government units, and etc.

4. Encourage increased grant activities throughout the university by talking with faculty groups, providing grantsmanship workshops, publicizing grant accomplishments, etc.

5. Process grant applications and proposals through administrative channels.

6. Maintain accurate records of faculty grant activities for the Board of Regents and the Provost.


Vice President
Financial Affairs
Budget
Director
Finance
Director
Accounting
Director
Payrolls
Receiving & Receipting
Custody of Funds
Federal Fiscal Reporting
Annual Reporting
Receivables
Payables
Encumbrances
Statistical Reporting
Grants & Contracts
Financial Aid Accounting
Faculty & Staff Payrolls
Student Payrolls
Withholdings
Payroll Records

FINANCIAL AFFAIRS

The FY 1981-82 Administrative Operational Objectives of the Financial Affairs Office are to:

1. Develop and implement a payroll/accounting system for all funds. This Marshall University internal computer system will provide financial data by account, position number, and total. This information will be supplied to all departments bi-monthly.

2. Develop and implement a computerized payroll system.

3. Install adequate fire restrictive and burglary restrictive vaults or safes to insure optimum protection for monies and securities deposited with the Cashier's Office.

4. Enlarge present facilities for the cashiering function or determine the feasibility of relocating the Cashier's Office.

5. Develop and implement a new accounting system for all funds which will provide financial data by state line item, by expenditure category, to all department supervisors in a timely fashion.

SCHOOL OF MEDICINE

The FY 1981-82 Administrative Operational Objectives for the School of Medicine are to:

1. Continue recruitment of faculty for specialized programs, specifically cardiology, cardiovascular surgery and a Chairperson for the Department of Surgery.

2. Reorganize the central administrative and support staff of the School of Medicine to accommodate a dual physical plant location, i.e., Doctors' Memorial Building on campus and the Veterans Administration Medical Education Building, eight miles away.

3. Reorganize the Dean's Office staff and recruit appropriate personnel.

4. Complete arrangements for lease and occupancy of Veterans Administration Medical Education Building.

5. Continue obtaining additional sponsored funding for the School of Medicine.

6. Prepare material for a tentatively scheduled visit of the Liaison Committee for Medical Education Accreditation Team to be conducted in March 1982.

7. Seek and obtain approval for admission of forty-eight (48) students to the entering class in September 1982.

8. Continue development of the budget and general management programs for the School of Medicine.

9. Increase the number of residents in the Residency Training Program, particularly in a Combined Residency/Practice Program.

10. Initiate computer aided instructional programs for teaching of medical students.

11. Initiate renovations of Doctors' Memorial Building consistent with the move of some Departments to the Veterans Administration Medical Education Building, and with the needs of the School of Medicine for programs "on campus".

12. Continue development of specialty clinics in Family Care Outpatient Center as additional faculty are recruited.

UNIVERSITY RELATIONS

The FY 1981-82 Administrative Operational Objectives for University Relations are to:

1. Provide public information in support of Marshall University's objectives by producing and distributing news releases and public service announcements as deemed desirable; arrange media interviews, and respond to requests for information; arrange press conferences as necessary.

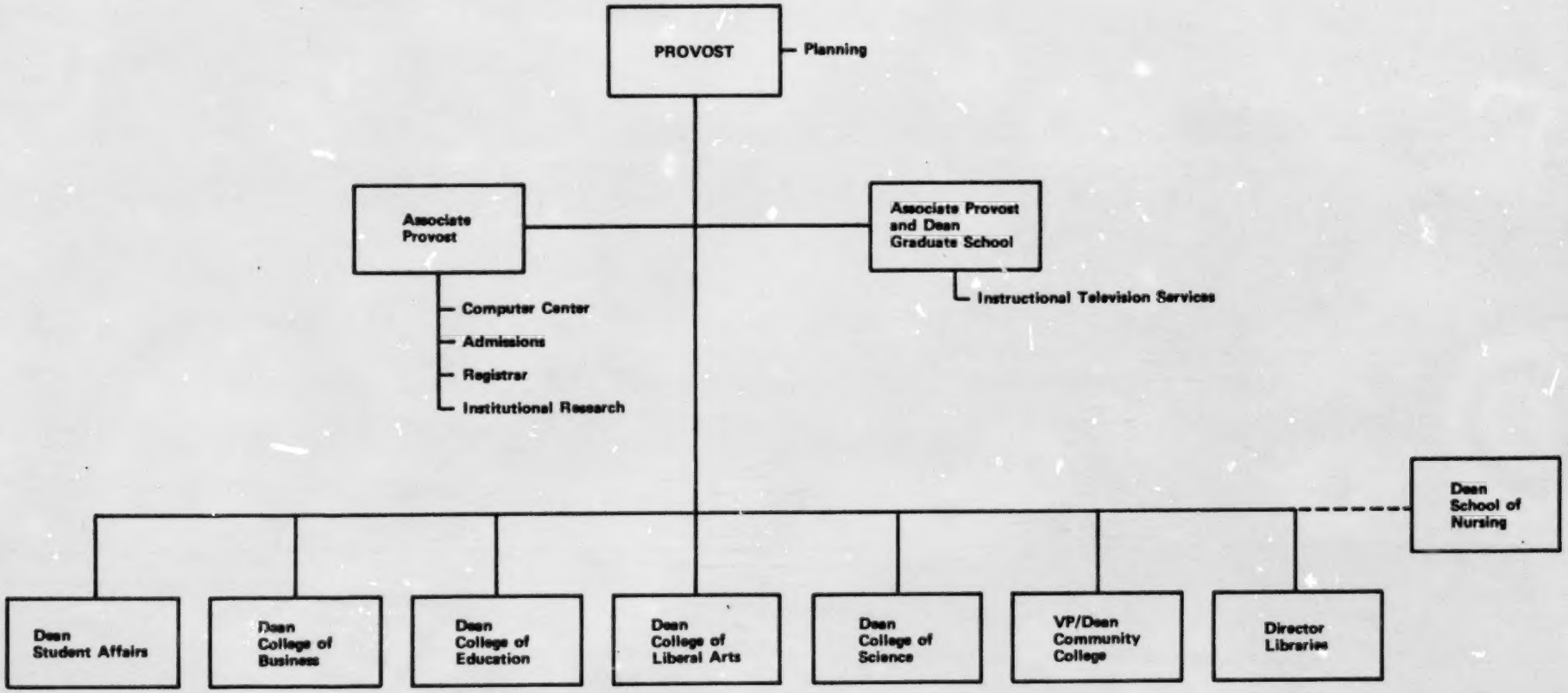
2. Disseminate information about the university through paid notices in the news and entertainment media.

3. Assist the Medical School and the Community College in preparation of catalogs, brochures, other publications.

4. Assist various units such as Development, Alumni Affairs, Artists Series, University Theatre in meeting their objectives through publicizing their activities.

5. Provide photographic services to the extent possible to the university administration and the Athletic Department. This service will be limited by budget, staff size, priorities, facilities.

6. Provide or assist in providing information to internal and external publics through 38 issues of a Faculty-Staff News Letter, 10 issues of alumni newsletter and/or magazine, a "VIP" news letter over the president's signature as deemed desirable, and a medical school news letter as deemed desirable.


PROVOST
Planning
Associate Provost
Computer Center
Admissions
Registrar
Institutional Research
Associate Provost and Dean Graduate School
Instructional Television Services
Dean School of Nursing
Dean Student Affairs
Dean College of Business
Dean College of Education
Dean College of Liberal Arts
Dean College of Science
VP/Dean Community College
Director Libraries

PROVOST

The FY 1981-82 Administrative Operational Objectives of the Office of the Provost (not in priority order) are to:

1. Increase faculty salaries above current level.
2. Provide for Summer School 1982 at current level or above.
3. Recruit talented high school graduates through the Search Committee on Recruiting Exceptional Students (SCORES) and further develop the University Honors Program.
4. Work cooperatively with the West Virginia College of Graduate Studies and with West Virginia University in offering doctoral programs where demonstrated need exists.
5. Increase support of the Library to serve the undergraduate and graduate degree programs.
6. Increase salaries for part-time faculty.
7. Review progress of the Faculty Development Program.
8. Enhance faculty stature by provision of opportunities for professional development in attainment of advanced degrees and scholarly publications.
9. Provide support to the colleges, Library, Student Affairs and other areas reporting to the Provost for a successful completion of their objectives.
10. Seek ways to advance organized research.
11. Centralize student learning services in a unit housing academic and student components in one location offering counseling, testing, tutorial support, and study skills orientation.
12. Encourage cooperative education across the University.
13. Continue to search for programs appropriate for 2 + 2 curricula.
14. Continue to implement the recommendations of the Task Force on off-campus work and new delivery systems in order to respond to the needs of students.
15. Increase the number of evening courses and off-campus courses.
16. Increase recruiting efforts and stipends for graduate assistants.
17. Improve communications with the faculty.
18. Refine a continuing academic planning process with emphasis on broad-based participation.
19. Complete study on needs for development of an engineering program.
20. Develop better balance and utilization of academic facilities.
21. Review computer needs and service.

GRADUATE SCHOOL

The FY Administrative Operational Objectives of the Graduate School are to:

1. Promote the interest of Marshall through cooperative programs with WVU and the WV COGS.
2. Implement new graduate policies, specifically the changes in transfer regulations.
3. Have a review by the Graduate Council of the possible application at the graduate level of the definitions and regulations adopted by the Academic Planning and Standards Committee with particular reference to special topics.
4. Prepare and distribute poster identifying graduate programs.
5. Publicize research activities of Marshall professors.
6. Facilitate terminal use in the Graduate School Office to secure necessary information and to update and correct student records.
7. Perform delegated responsibilities related to the Office of the Provost as promptly and as accurately as possible.

INSTRUCTIONAL TELEVISION SERVICES

The FY 1981-82 Administrative Operational Objectives of the Instructional Television Services are to:

1. Maintain the daily operation of the instructional playback service at a reliable, efficient, and responsive level.
2. Produce videotaped programming, in cooperation with appropriate Marshall University faculty and staff, designed to inform area residents of Marshall events, activities, and services; and distribute this programming to local television stations for broadcast.
3. Continue to acquire high-quality television programming suitable for inclusion in university teaching situations.
4. Continue to produce, in cooperation with appropriate faculty members, instructional programming suitable for inclusion in university teaching situations.
5. Make available instructional design assistance to faculty members interested in developing television programming suitable for instructional use.
6. Meet regularly with faculty groups and individuals to ascertain instructional needs.
7. Publish new edition of ITV catalog; issue to all full-time faculty, department heads, academic deans.
8. Transfer ITV program information from paper files to a computer-assisted data management system.
9. Maintain classroom signal strength at the highest standards obtainable consistent with available equipment.

10. Complete the renovation of the campus cable system by installing new coaxial cable and amplifiers; extend the service to Henderson Center and Doctors' Memorial Hospital; restore six-channel service to all locations.

11. Install additional system taps in classrooms requesting service but which are presently unattached to the system.

12. Draw plans for the remodeling and renovation of the ITV Playback and Library areas.

13. Replace old, unreliable camera equipment with reliable color cameras capable of use inside the studio and in remote locations.

14. Purchase and install no fewer than 50 low-maintenance, high-quality color television receivers in Corbly Hall and other locations.

15. Replace old video tape playback equipment with industrial-quality, low-maintenance equipment.

16. Add electronic graphics capability to ITV production studio.

17. Continue the on-going study of the use of copyrighted television programming on campus cable systems, with particular emphasis on new interpretations of the Copyright Act of 1976; advise the Administration of any pertinent information.

18. Offer professional training opportunities to ITV staff members to upgrade skills in their individual professional areas.

ADMISSIONS

The FY 1981-82 Administrative Operational Objectives of Admissions are to:

1. Stabilize the freshman class of '82; admit no more than 1% fewer students compared to the 1981 freshman class.

2. Continue to plan for an on-line terminal access for Admissions data, word-processing systems with the Computer Center.

COMPUTER CENTER

The FY Administrative Operational Objectives of the Computer Center are to:

1. Bring Big Green and Alumni system from Morgantown and place on computer here.

2. Put Admissions System on VAX and PDP.

3. Put mailing labels on PDP computers.

4. Do more Financial Data processing on the PDP.

5. Develop and implement inventory control system on PDP.

6. Bring up on-line housing system.

INSTITUTIONAL RESEARCH

The FY 1981-82 Administrative Operational Objectives of the Office of Institutional Research are to:

1. Coordinate and interpret the Personnel, Student, Courses and Registration data files that are requested by the West Virginia Board of Regents; maintain and update the Personnel data file.

2. Forward to the Academic Deans and Department Chairmen data information concerning faculty, students and courses.

3. Provide the following reports concerning academic degree program and/or local major during the fall and spring semesters: Student Statistical Profile, Contribution Report, Consumption Report, Multiple Section Study, Evening Course Study and Graduate Student Hours Attained.

4. Maintain and coordinate during the fiscal year a schedule of external reports and insure that each report is forwarded accurately and promptly whenever possible.

5. Publish *Marshall University, Planning and Analytic Data, 1981-82* by September 1, 1982.

6. Project enrollment and student credit hours by course level for the Fall Semester 1982 through 1986 by July 30, 1982.

7. Provide a schedule for the budget request 1983-84 for the Office of Institutional Research by the required date.

8. Provide information to complete external and internal surveys as requested.

9. Coordinate and prepare the Administrative Operational Ratios for the Academic Deans and Department Chairmen.

10. Update the Office Procedures Manual for the Office of Institutional Research by July 1982.

11. Coordinate and prepare the West Virginia Legislature Auditors Report for the Office of Finance and Administration.

12. Support the Office of the Provost in any special requests.

REGISTRAR

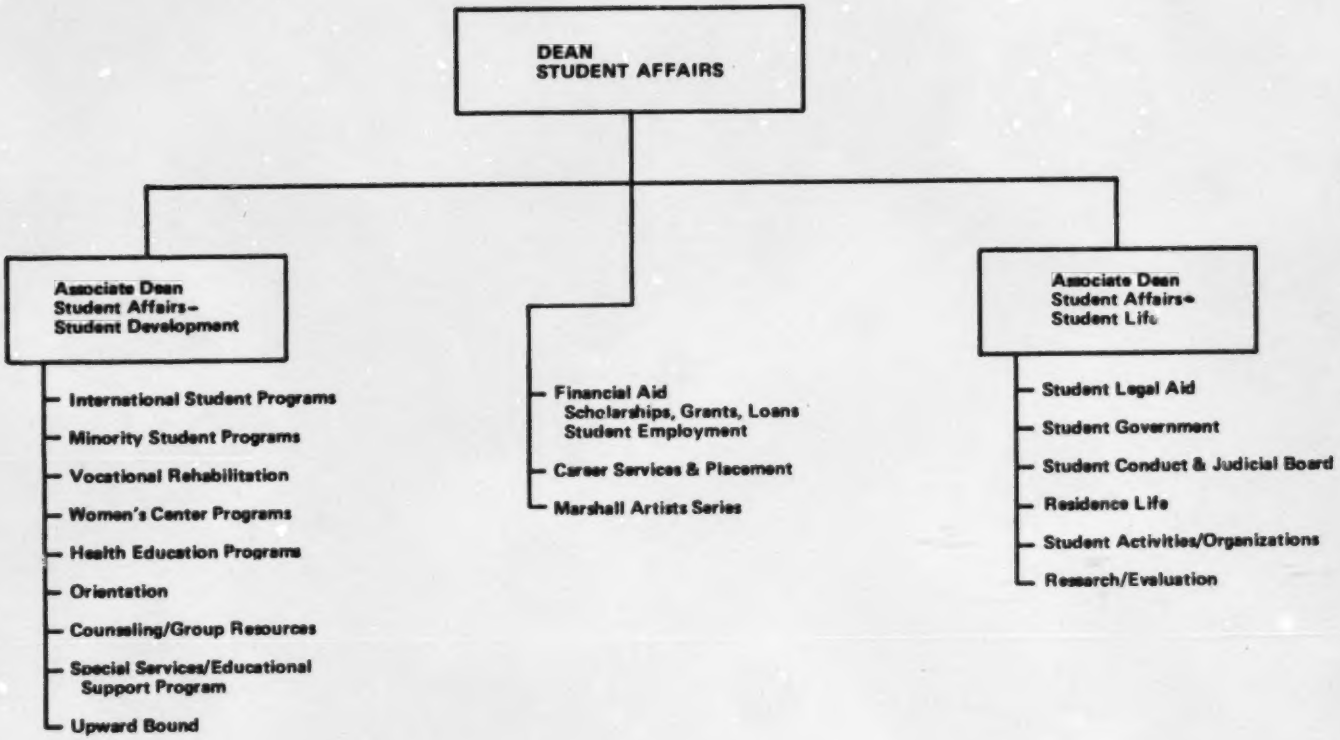
The FY 1981-82 Administrative Operational Objectives of the Registrar are to:

1. Continue to improve upon the maintenance of the academic record process and continue to reduce the turn-around time of transcript request responses.

2. Continue to improve the admission, registration and particularly the grade reporting procedures of classes offered outside of the normal university calendar sequence.

3. Continue to develop and improve upon our registration system that will eventually result in the advance registration of at least 85% of a semester's enrollment prior to the regular registration period.

4. Begin to study and develop a new I.D. System for possible implementation in the fall of 1982.


DEAN
STUDENT AFFAIRS
Associate Dean
Student Affairs-
Student Development
International Student Programs
Minority Student Programs
Vocational Rehabilitation
Women's Center Programs
Health Education Programs
Orientation
Counseling/Group Resources
Special Services/Educational
Support Program
Upward Bound
Financial Aid
Scholarships, Grants, Loans
Student Employment
Career Services & Placement
Marshall Artists Series
Associate Dean
Student Affairs-
Student Life
Student Legal Aid
Student Government
Student Conduct & Judicial Board
Residence Life
Student Activities/Organizations
Research/Evaluation

STUDENT AFFAIRS

The FY 1981-82 Administrative Operational Objectives of the Office of Student Affairs are to:

1. Facilitate the development of a purpose statement and goals for all units within the Division of Student Affairs by June 30, 1982.
2. Refine and update all staff job descriptions in Division of Student Affairs by January 1, 1982; write job descriptions for those positions that don't have one on file by the same date.
3. Facilitate the development and implementation of a systematic Rape Awareness Program within the Division.
4. Revise and update Student Affairs Policy and Procedural Manuals by June 30, 1982.

CAREER SERVICES/PLACEMENT

The FY 1981-82 Administrative Operational Objectives of the Career Services/Placement Office are to:

1. Conduct feasibility study on charging fees for placement services, particularly to alumni.
2. Develop and initiate a pilot program for a student extern career experience beginning in the Fall semester of 1981.
3. Establish and implement written guidelines and procedures for automatic follow-up on students registering for Placement services or workshops.
4. Completion of an information retrieval system for the Placement Center.

FINANCIAL AID

The FY 1981-82 Administrative Operational Objectives of the Financial Aid Office are to:

1. Review and evaluate, with the help of the Financial Aid Advisory Committee, the current appropriations and utilization of Marshall University Tuition Waivers paying particular attention to the needs of the Honors Program.
2. Provide an in-service training program for the Financial Aid Office staff to disclose the current administrative responsibilities of all programs to all professional staff members without regard to their specific job description.
3. Develop and deliver a workshop for supervisors of College Work-Study employees and student assistants.
4. Review and evaluate the current policy utilized by the Financial Aid Office to measure standard academic progress.
5. Review, evaluate and update the Policies and Procedures manual of the Financial Aid Office.

MARSHALL ARTISTS SERIES

The FY 1981-82 Administrative Operational Objectives of the Marshall Artists Series are to:

1. Increase membership in Baxter Division to at least 1,000 members for the 1981-82 season, and to increase the membership in the Forum to 450.

2. Increase student attendance by 10% overall in the three divisions through faculty and administrative contacts made by coordinator and better ticket distribution and count in the Baxter Series, particularly.

3. Make a comprehensive study of student fee structure of the Marshall Artists Series, and to make the appropriate recommendations to the Dean of Student Affairs by January 1, 1982.

4. Increase visibility of office of Marshall Artists Series for townspeople and students and improve efficiency of office management and assistance for coordinator during the 1981-82 year.

STUDENT DEVELOPMENT

The FY 1981-82 Administrative Operational Objectives of the Student Development Office are to:

1. Study the feasibility of a student fee increase for the Human Relations Center, and make appropriate recommendations by Janaury 15, 1982.

2. Establish a Student Health Service Advisory Committee composed of students, faculty, and staff for a periodic review of health service delivery.

3. Conduct a comprehensive review of the undergraduate withdrawal process and make recommendations to the appropriate people.

4. Establish on an experimental basis during the fall semester an evening work schedule with Student Development Center personnel to provide service to students who haven't the opportunity to use them during regular office hours; Student Development Center will be open from 8:00 a.m. - 8:00 p.m.

5. Establish a Handicapped Student Advisory Committee for constant compliance with the Assistant Dean of Student Development as chairperson to monitor and review Student Affairs and the total University's response to the needs of Handicapped Students.

6. Increase the visibility of the Women's Center through improved program marketing approaches.

7. Provide a Women's Career Day for women students to explore career development and placement issues unique to them, such as non-traditional career fields, work and family, affirmative action issues, and sexual harassment on the job, in addition to skills in job interviewing, resume writing, and the job search.

STUDENT LIFE

The FY 1981-82 Administrative Operational Objectives of the Student Life Office are to:

1. Promote the auditing of all student fee accounts on a regular basis, i.e., at least the year before scheduled opportunity to request fee increase.

2. Evaluate cost effectiveness and format of all Student Life publications, including the current Student Handbook.

3. Study need for and feasibility of establishing a student Alumni Association in cooperation with the Office of Alumni Affairs.

4. Refine M.U. Judicial system by:

   a. Planning and implementing a Greek Hearing Panel for appropriate issues
   b. Exploring feasibility of training volunteers to advise students in J. Board hearings
   c. Training SA Staff to present university's case in J. Board hearings

5 Develop and coordinate Research and Evaluation projects for Student Affairs Division with emphasis on Retention data.

6. Improve financial situation of Student Activities through increasing the monies available and cooperative booking.

7. Utilize effectively the people resources within the University and Student Activities.

8. Develop and implement "White on White," a program aimed exclusively at non-minority students to help them become aware of their attitudes concerning minorities. Along with an awareness, it is hoped that some changes in attitudes and more importantly, actions, will result.

9. Provide programs and organizations that will reward students for their achievements and contributions to campus life.

COLLEGE OF BUSINESS

The FY 1981-82 Administrative Operational Objectives of the College of Business are to:

1. Begin recruiting by October 1, 1981, for faculty positions for August, 1982, and have 75 percent of positions filled by April 1, 1982.

2. Employ faculty who hold terminal degrees required by AACSB in at least five positions.

3. Secure three new faculty positions in the College of Business. One of the positions will employ a Ph.D. in Computer Science, one in Management, and one in either Finance or Marketing.

4. Secure the educational equipment needed in Computer Science, Management, and other departments which were unavilable from Building Funds.

5. Provide departments with academic and student information necessary to advise students accurately so that adequate progress is made in fulfilling prerequisites for upper division courses, in meeting both GPA and graduation requirements.

6. Have an advising seminar for all faculty and staff in the College of Business before Spring pre-registration in November, 1981.

7. Provide a schedule of courses which are required by majors in order to follow sequential patterns and meet graduation requirements.

8. Secure a pool of qualified applicants for part-time instructors to offer sections required above those staffed by regular, full-time faculty.

9. Hold a seminar for all COB part-time faculty which will be followed by a departmental orientation session.

10. Explore new program options in CIS and MBA-Economics Specialization-to determine the demand for and resources needed to offer graduate courses necessary for providing an MBA specialization in economics and for BBA option in Computer and Information Sciences which follows Management Information Systems and the DPMA criteria.

11. Encourage departments within COB to provide instruction related to computer applications and to utilize software packages on individually developed programs to enable students to gain knowledge and skills in computer applications within the departmental disciplines.

12. Fully implement the admissions procedures for the MBA and MS, Accounting of 950 based on the grade point average times 200 plus the GMAT by requiring the admission dates to be on record before the admission decision is made.

13. Continue to progress toward AACSB accreditation by compiling in correct format:

    a. Statistical data concerning SCH production, teaching loads and assignments, class preparations and levels;
    b. Faculty resumes;
    c. Course syllabi.

14. Encourage faculty to present research proposals related to economic development of Tri-State region.

15. Encourage participation of faculty in the faculty development program for second semester.

16. Offer six seminars sponsored by the College of Business through Title I grant.

17. Have faculty representation and, insofar as possible, participation in state, regional, and national professional association meetings and including faculty recruiting at association meetings.

18. Work cooperatively with business and governmental agencies in establishing and implementing a cooperative education program for major students which will fit into the University proposal for cooperative education.

19. Continue working with Advisory Board in immediate and long-range planning, in selecting new members to replace resignations, in electing officers, and in holding meetings throughout the academic year.

20. Bring secondary school students to campus and send collegiate students to public schools to recruit outstanding students interested in business careers.

COLLEGE OF EDUCATION

The FY 1981-82 Administrative Operational Objectives of the College of Education are to:

1. Address "Educational Quality" issues suggested by data gathered through the College of Education Evaluation Instrument.

2. Complete all objectives associated with the Dean's Grant Project award to the College by the United States Office of Education.

3. Prepare all materials necessary for accreditation by the West Virginia State Department of Education.

4. Prepare all materials necessary for a full ten-year accreditation visit by the National Council for Accreditation of Teacher Education.

COLLEGE OF LIBERAL ARTS

The FY 1981-82 Administrative Operation Objectives of the College of Liberal Arts are to:

1. Continue the Ad Hoc Committee for Reorganization of the College of Liberal Arts.
2. Develop a School of Fine Arts in the College of Liberal Arts.
3. Develop Performance Evaluations Forms for Chairmen/Dean of the College of Liberal Arts.
4. Develop an Art Preparatory Division within the Department of Art.
5. Develop a Speech-Theatre Preparatory Division within the Department of Speech.
6. Create a Student Advising Committee for the College of Liberal Arts.
7. Investigate the development of the Weekend College concept in the College of Liberal Arts.
8. Develop a Psy.D. degree in the Department of Psychology.
9. Continue updating the Corps of Academic Advisors.
10. Continue cooperation with the Honors Program in such matters as staffing, scheduling, recruitment, etc.
11. Continue to contribute faculty and administrative support for the graduate degree program with COGS.
12. Pursue accreditation of academic programs in this college; namely, Bachelor of Social Work, Speech Pathology, Broadcasting, Art Therapy, Music Therapy, and the BFA in Music by NASM.

COLLEGE OF SCIENCE

The FY 1981-82 Administrative Operational Objectives for the College of Science are to:

1. Participate as required in engineering program feasibility study.
2. Provide support for the Pre-Health Professions Advising Committee.
3. Obtain full accreditation for MLT program.
4. Develop industrial hygiene option for Chemistry B.S.
5. Develop a grant proposal for NSF's "CAUSE" program.
6. Initiate equipment purchasing for new science building.
7. Implement a comprehensive testing program of students in 100-level mathematics classes.

COMMUNITY COLLEGE

The FY 1981-82 Administrative Operational Objectives of Community College are to:

1. Initiate Children's College offerings (grades 4-6).
2. Submit a technical program for Board of Regents approval.
3. Survey and analyze data regarding student retention.
4. Offer 10 courses in Point Pleasant.
5. Offer 10 courses during the academic year in Charleston.

SCHOOL OF NURSING

The FY 1981-82 Administrative Operational Objectives of the School of Nursing are to:

1. Continue to assess and refine the long range goals for the School of Nursing.
2. Expand and strengthen the formal relationships between faculty and clinical agencies.
3. Implement new associate degree curriculum.
4. Develop an active recruitment program for the associate degree program.
5. Develop challenge exams for all the nursing courses in the ASN program.
6. Continue to refine the BSN curriculum and investigate the development of a critical care nursing option in the BSN program.
7. Continue development of a regional continuing education center for nursing and allied health.
8. Conduct a feasibility study for a graduate nurse practitioner program.

LIBRARY

The FY 1981-82 Administrative Operational Objectives for the Library are to:

1. Provide adequate informational resources and services that will permit the University to achieve the instructional and research goals which are stated explicitly and indirectly in University publications.

2. Establish, by means of computer applications, closer cooperation with academic and public libraries within the state system and region.

3. Continue assisting faculty and students in achieving their instructional and research goals by acquiring through purchases, gifts, exchanges, etc. between 8,000 - 10,000 volumes to be added to the collection.

4. Catalog and classify, by OCLC computer application, at least 8,000 - 10,000 volumes, reclassify at least 8,000 volumes from the Dewey Decimal classified collection, and add to the OCLC data base at least 6,000 records of retrospective titles acquired before joining the Ohio College Library Center.

5. Improve and increase faculty and student use of library resources by means of conducting orientation tours, delivering classroom lectures, and by administering a self-paced, independent, study course on the use of the library.

6. Continue to bring to the attention of the University Administration the plan for an additional floor on top of the existing 1966-68 "wrap-around" addition to the Morrow Library.

7. Re-evaluate binding policy for serials, looking to further conversion to microform.

8. Purchase new materials, in addition to the normal purchase of books and materials, in new formats and older runs of important serials and journals through the acquisition of viable microform collections.

9. Implement computer processes (on-line searching) of data bases, (ERIC, *Psychological Abstracts, Chemical Abstracts,* etc.) for increased communication and research by the University Community. We project the need to provide to faculty and students at least 150 computer searches of the Dialog data bases.

10. Develop computer produced subject lists of current serials for distribution to students and faculty in order to facilitate greater use in the various academic disciplines.

11. Develop professionally the library faculty and staff through workshops, institutes, advanced certificates, continuing education and degrees, research and publication to encourage maximum professional competencies.

12. Continue development of the unique collections of materials on the Tri-State region and Southern West Virginia in support of our offerings on Appalachia.

13. Promote the free interchange of teaching and research materials among the institutions of higher learning in the state of West Virginia and the Tri-State area.

14. Establish consortia which will enable wiser use of acquisitions funds by avoiding duplication of little used, expensive resource material.

15. Continue evaluation of the Library's serial holdings by both the Library faculty and the teaching faculty to ensure that such purchases are being used, and to cancel those no longer needed for the curricula or for general research.

16. Continue reclassification of remaining volumes in Dewey to Library of Congress system.

17. Develop Selective Dissemination of Information (SDI) to ensure that faculty members stay apprised of materials relating to their special interests.

18. Continue preparation of special bibliographies to aid faculty in curriculum development and research.

19. Increase the use of information resources in formats other than the printed word.

20. Complete the task of restoring several hundred damaged and worn rare books held in our Special Collections.

21. Continue attention to repairing, mending and restoring of books damaged in use and circulation.

22. Offer support for the process of collection development through acquisitions by gift and exchange.

23. Prepare an automated slide/tape presentation, designed and developed for use by students and faculty in learning the general use of the library.

24. Design, in cooperation with faculty, an improved program of orientation to books and libraries to be offered to faculty members.

25. Plan and produce a 16mm film on the Library as a support item for the Admissions Office as a part of a recruitment package and for use by Administration representatives when speaking to off-campus groups.

26. Cooperate with the libraries in the West Virginia system of higher education to increase capability for cooperative use of resources, thereby eliminating wasteful duplication.

27. Develop collections which will support doctoral level research in the health science related disciplines, i.e., Biochemistry, Anatomy, Physiology, Microbiology, and Pharmacology. (Budgetary support to accommodate the demands that these new programs will have on the library needs to be considered as seriously as teaching personnel and other resources.)

28. Develop research collections to the doctoral level in disciplines of educational administration, vocational/technical education and clinical psychology.

29. Develop collections in primary resource material which will support research related to regional needs, particularly in support of the Marshall Center for Regional Progress.

30. Organize efforts effectively to obtain the support of library development by private philanthropy, with the particular aim to bring into being a 'Friends' organization to be known as the Marshall University Libraries Association.

30. Organize a campaign for Foundation support to strengthen existing research library resources in distinctive subject-matter areas.

32. Accomplish all objectives in library services within the framework and limitations of the budgets provided.